



Chaplain Service Strategic Plan





**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
OFFICE OF THE CHIEF OF THE CHAPLAIN SERVICE
WASHINGTON, DC**

1 August 2002

MEMORANDUM FOR CHAPLAIN ENDORSING AGENCIES

FROM: HQ USAF/HC
112 Luke Avenue
Bolling AFB DC 20332-9050

SUBJECT: Air Force Chaplain Service 2002 Strategic Plan

Welcome to the Air Force Chaplain Service's updated Strategic Plan. This plan lays out the goals and objectives that address the strategic issues we see facing us over the next 5-10 years. Together with the Chaplain Service vision document -- *Global Ministry-Vision 2020* -- this plan describes the kind of organization the Chaplain Service would like to be and the actions needed to get there.

As Chaplain and Chaplain Candidate endorsing agents, you play a vital role in finding the right kind of person for our challenging mission. You have a critical stake in what we do and how we do it. As you read the plan, you will see that you play an instrumental role in its success. We encourage you to continue to take an active role in helping us recruit, train, and retain chaplains who are prepared and ready to care for the spiritual needs of the our Air Force community.

Our plan is a living document. It is based on a strategic milieu in which you are key actors. Our environment is a rapidly changing one. We thank you for your continued support and I look forward with you in an exciting, challenging, and rewarding future.

LORRAINE K. POTTER
Chaplain, Major General, USAF
Chief of the Chaplain Service

Attachment:
Strategic Plan, dtd August 2002



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
OFFICE OF THE CHIEF OF THE CHAPLAIN SERVICE
WASHINGTON, DC**

1 August 2002

MEMORANDUM FOR COMMANDERS

FROM: HQ USAF/HC
112 Luke Avenue
Bolling AFB DC 20332-9050

SUBJECT: Air Force Chaplain Service 2002 Strategic Plan

Welcome to the Air Force Chaplain Service's updated Strategic Plan. This plan lays out the goals and objectives that address the strategic issues we see facing the Chaplain Service over the next 5-10 years. Together with the Chaplain Service vision document -- *Global Ministry-Vision 2020* -- this plan describes the kind of organization that we would like to be and the actions needed to get there.

We know you ask us to be a visible and available resource for your personnel. Further, we recognize the key role that Chaplain Service personnel play in contributing to unit morale and mission effectiveness. Our updated strategic plan provides the road map for meeting those important requirements you have for us. It will give you insight into our strategy and provide avenues of discussion between Commanders and their assigned Chaplains. Our 1999 Strategic Plan initiated the development of many tools to conduct needs assessment. Our 2002 plan update greatly helps us shape the use of those tools to respond to your personnel's needs.

Obviously, our plan is a living document. We are constantly on the look out for ways to deliver improved support. Rest assured we remain committed to being better prepared and ready to care for the spiritual needs of all Air Force members and their families.

LORRAINE K. POTTER
Chaplain, Major General, USAF
Chief of the Chaplain Service

Attachment:
Strategic Plan, dtd August 2002



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
OFFICE OF THE CHIEF OF THE CHAPLAIN SERVICE
WASHINGTON, DC**

1 August 2002

MEMORANDUM FOR ALL WING CHAPLAINS

FROM: HQ USAF/HC
112 Luke Avenue
Bolling AFB DC 20332-9050

SUBJECT: Air Force Chaplain Service 2002 Strategic Plan

Welcome to the Air Force Chaplain Service's updated Strategic Plan. This road map lays out the goals and objectives that address the strategic issues we see facing us over the next 5-10 years. Together with the Chaplain Service vision document --*Global Ministry-Vision 2020* -- this plan describes the kind of organization we would like to be and the actions needed to get there.

As Wing Chaplains, your leadership is critical to the successful execution of this plan. We built and updated this plan in coordination with Chaplain Service personnel across the Air Force. We have worked hard to create open lines of communication with you and continually press to improve them so we can gain as full an understanding of your issues as possible. We believe, although this plan was written for the Chaplain Service at large, it provides you with a good starting point for a plan of your own.

We all have a stake in the Chaplain Service's future. As you read the plan, we look for you to become familiar with the strategic issues, goals, and objectives outlined within it. We ask you to understand how each of the goals, objectives, and tasks relate to the strategic issues. Our hope is you will communicate support and enthusiasm for this plan at the Wing level. We have assigned primary responsibility to accomplish the outlined tasks to higher headquarters levels. However, some apply to you and we need your engagement and creative suggestions if we expect to achieve their successful completion.

Obviously, this plan is a living document and the Air Force environment we minister in is a rapidly changing one. Its success depends on the initiative, industry, and insight of Chaplain Service personnel in leadership positions. Our future is bright and our objective noble, that is, to be better prepared and ready to care for the spiritual needs of the Air Force community today and tomorrow.

LORRAINE K. POTTER
Chaplain, Major General, USAF
Chief of the Chaplain Service

Attachment:
Strategic Plan, dtd August 2002



**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
OFFICE OF THE CHIEF OF THE CHAPLAIN SERVICE
WASHINGTON, DC**

1 August 2002

MEMORANDUM FOR ALL CHAPLAIN SERVICE MEMBERS

FROM: HQ USAF/HC
112 Luke Avenue
Bolling AFB DC 20332-9050

SUBJECT: Air Force Chaplain Service 2002 Strategic Plan

Welcome to the Air Force Chaplain Service's updated Strategic Plan. This plan lays out the goals and objectives that address the strategic issues we see facing us over the next 5-10 years. Together with the Chaplain Service vision document -- *Global Ministry-Vision 2020* -- this plan describes the kind of organization we would like to be and the actions needed to get there.

All Chaplain Service personnel play a vital role in the successful execution of this plan. That is true for every one of you from Airmen Basic to Colonel. We all join together in contributing to the mission effectiveness of the Air Force Chaplain Service. In that spirit the updated plan was born with inputs from Chaplain Service personnel across the Air Force. The issues are recognizable; they were developed through open lines of communication established with you! We believe the strategies we have outlined will successfully tackle the issues identified to realize our vision.

You all have a stake in the success of this plan. You all have roles to play, whether designing religious education programs, conducting readiness training, performing needs assessments, or crafting financial plans. As you read the 2002 Strategic Plan, you will see you are key to the successful completion of the tasks laid out. Become familiar with the strategic issues, goals, and objectives.

Obviously this plan is a living document. Its success depends on your hard work and the initiative of everybody. I see our future as very bright and our objectives as noble, that is, to be better prepared and ready to care for the spiritual needs of the Air Force community today and tomorrow.

LORRAINE K. POTTER
Chaplain, Major General, USAF
Chief of the Chaplain Service

Attachment:
Strategic Plan, dtd August 2002



“A professional Chaplain Service, building upon its rich diversity by shared experiences, mentorship, and training, to promote a vibrant, spiritually healthy Air Force community”

USAF CHAPLAIN SERVICE STRATEGIC PLAN

Introduction

This is an update to the 1999 Chaplain Service Strategic Plan. We examined and modified, as required, the goals, objectives and tasks in the 1999 plan to account for changes in the Chaplain Service as well as the nation and world. This update better prepares us for the changes that we expect to affect the Chaplain Service and the Air Force over the next 10 years.

The 1999 Chaplain Service Strategic Plan laid out the goals necessary for realizing the vision conveyed in *Global Ministry*. Since implementing it, we have made significant changes in the way we do things, for example:

- ◆ We developed a needs assessment process...*Doing Global Ministry*

- ◆ We updated our instructions (AFIs) to make us more effective
- ◆ We changed the personnel selection process to conform to line

In 2002, we updated our vision to synchronize it with the new *Air Force Vision 2020*. Our new vision, *Global Ministry – Vision 2020*, recognizes Chaplain Service members as professionals who respect and care for each other. This updated strategic plan clearly reflects this. The 2002 Chaplain Service Strategic Plan contains updated goals, objectives, and tasks designed to transform today’s Chaplain Service into the one envisioned in *Global Ministry – Vision 2020*. Our updated plan:

- ◆ Emphasizes the importance of accessing and training the right people for the Chaplain Service mission

- ◆ Underscores the importance of the free exercise of religion and recognizes our need to address diversity issues

- ◆ Addresses Total Force issues highlighted during the mobilization of Reserve Component forces for Operation Enduring Freedom and Operation Noble Eagle in the War on Terror

- ◆ Addresses the need for effective communication across the Chaplain Service

Our Strategic Plan will keep us focused on the future, learning from experiences such as Operation Enduring Freedom and Operation Noble Eagle, as we serve our country, the Air Force, and God.

The Strategic Environment

Strategic Issues Identified

To prepare a plan that captured the strategic issues facing the Chaplain Service:

- ◆ We met with Chaplain Service and non-Chaplain Service focus groups
- ◆ We interviewed family members

- ◆ We researched social trend studies and surveys
- ◆ We performed demographic studies
- ◆ We interviewed senior leaders in the Air Force.

They all validated the issues that shaped the 1999 plan

and added one regarding the Total Force. The national security, social and technological trends that affect our ability to effectively accomplish our mission, present both opportunities and threats to the Chaplain Service. The issues that informed this revision are:

Strategic Environment: Strategic Issues Identified

How can the Chaplain Service better integrate its mission into the Air Force's operations?

How can the Chaplain Service better affirm, articulate, communicate, and implement the position of the chaplain assistant in the Chaplain Service?

How can the Chaplain Service better balance the professionalism in the Clergy/Officer roles of Air Force chaplains?

How can the Chaplain Service develop and sustain the spiritual health of Chaplain Service members?

How can the Chaplain Service better manage religious accommodation?

How will the Chaplain Service ensure quality pastoral care and religious observances?

How can the Chaplain Service more effectively prioritize its ministries in light of increased demand and decreased resources?

How can the Chaplain Service better understand and respond to changing demographics and new religious trends?

How can the Chaplain Service better integrate Active and Reserve components to meet the needs of the Chaplain Service?

How can the Chaplain Service improve the crossfeed of policy and guidance among Chaplain Service personnel at all echelons to more effectively and efficiently plan, organize, train, equip, and sustain Global Ministry?

National Security Trends

The Air Force has been undergoing a period of rapid change. It has faced downsizing, reorganization, increased deployments, greater involvement in military operations other than war, and a War on Terrorism; and the pace of change shows no sign of easing. The Air Force has become more expeditionary, and its high operational tempo (OPTEMPO) will continue to present challenges in the coming years.

High OPTEMPO places demands on the Chaplain Service in two areas.

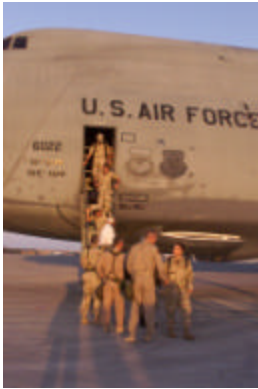
- ◆ It has increased the deployment demand on chaplains and chaplain assistants.
- ◆ It has increased the need for pastoral care at deployed locations and home bases.

◆ Frequent deployments, reduced budgets, and organizational change are making Air Force members and their families increasingly stressed.

Without proper planning, OPTEMPO demands may overburden our own people, as well as place more stress on their families, as they attempt to maintain a home station ministry and respond to deployment taskings.



"We met with Chaplain Service and non-Chaplain Service focus groups"



"...increased deployments, greater involvement in military operations other than war..."

Strategic Environment: Strategic Issues Identified

At the same time, Department of Defense efficiency initiatives, driven in part by budgetary concerns, will affect the Chaplain Service. These initiatives seek *transformation of management headquarters* through:

- ◆ Reorganization,
- ◆ Reengineering
- ◆ Outsourcing

They will continue to affect Chaplain Service resources, infrastructure, processes, and people. For example, downsizing and outsourcing have created an increase in the numbers of retirees and full-time contractors at certain Air Force bases. Ministering to these important members of the Air Force community strains the resources of local chapel staffs not manned to support them. Nonetheless, our calling, i.e., meet the spiritual needs of Air Force people, will not change.

As the Air Force becomes more expeditionary, it comes into closer contact with more diverse cultures. Consequently, religious concerns are taking on and will continue to take on greater importance in deployed operations. From the Balkans to Asia, from the Middle East to the Indian Sub-continent, religious considerations will be important factors for Air Force commanders. Many sources of conflict—even secular nationalism—involve religious undertones. Events in Operation Enduring Freedom and Noble Eagle, Kosovo, and the experience of Desert

Shield/Storm highlighted the importance of religion in relation to the U.S. national military strategy. Lessons learned in these theaters of operation, about religious matters such as wearing cross pendants or having bibles, and the on-/off-base roles of deployed chaplains will continue to be relevant.

In a time of frequent deployments, often involving non-traditional missions, in areas of the world where religious conflict prevails, Chaplain Service personnel are important members of both the home station and the deployed commanders' staffs. Consequently, they must become increasingly knowledgeable about their theaters of operations and operational issues. As staff members, chaplains must always be prepared to provide commanders with sound advice on religion, morals, and ethics.

Social Trends

Surveys show religion continues to play a significant role in the day-to-day lives of a majority of Americans; however, there is a trend in U.S. society away from identifying individual religious preference or adherence to a particular faith group. Even as this is happening, there appears to be a greater selection of faith groups. The U.S. was founded on the principle of religious tolerance, and throughout its history, the American religious landscape has become increasingly diverse. Today there are Islamic centers and mosques, Hindu and Buddhist temples and

meditation centers in every major American city. In addition to organized religions, there is also a renewed interest in spirituality among the American public, particularly among American youth. **The Chaplain Service is dedicated to fostering a culture that values this growing diversity.** There are currently 238 ecclesiastical endorsers, representing a variety of religious groups, who can certify clergy for the Chaplain Service – that number continues to increase. Because we must provide for the religious requirements and spiritual needs of Air Force members and their families, the trend toward increased religious pluralism is an area of keen interest for the Chaplain Service.

Although America can be characterized as a religious nation, the moral base of the population from which the Air Force draws its people appears to be declining (according to the Josephson Institute of Ethics, which conducts periodic surveys on the ethics of American youth). Therefore, the Air Force's emphasis on Core Values will remain important. The Chaplain Service has maintained a longstanding involvement with Air Force ethical training—one of our core competencies is “providing ethical and moral advice to leadership.” We will continue to promote ethical values that reinforce the Air Force's Core Values.



“Today there are Islamic centers and mosques, Hindu and Buddhist temples and meditation centers in every major American city.”



Strategic Environment: Ministry

Technological Trends

The rapid growth in information technologies is having a profound impact on all areas of human endeavor. The information revolution will enhance Chaplain Service processes through:

- ◆ Interactive web-based communication

- ◆ The capability for nearly instantaneous document retrieval

- ◆ Electronic conferencing

- ◆ Asymmetrical learning

We must be ready to clearly identify and account for our requirements in our resource allocation processes. Further advances in commercial

and government information technology will provide increased opportunities to develop and refine tools that facilitate our communication, administrative processes, and support our ministry to the Air Force community. Our need for trained, skilled members to maintain and upgrade our systems will grow.

The Strategic Environment

The Chaplain Service's response to the strategic issues and the trends listed above is addressed in four key areas: **Ministry, People, Resources, Communication**

Ministry

Ministry is a calling that sets the Chaplain Service apart from other Air Force functional areas. Ministry is why people come to us. It is what they expect from us. Through all the changes (transformation) that have taken place within the Air Force and within American society, our calling has remained constant: to meet the spiritual needs of Air Force people through responsive ministry.

Although our calling will remain constant, the practice of ministry within the Air Force must become more dynamic. We must be adaptable to the changing needs of those we serve. We must adapt our ministry delivery systems based on our operating environment. Global Ministry-Vision 2020 reaffirmed our responsibility "to find novel ways to deliver our spiritual and pastoral care to a broader, more mobile community." Our vision should inspire and empower individual chapel staffs to create innovative, responsive ministry based on local needs. The next goal sets the stage for Chaplain Service initiatives that will prepare chaplains and chaplain assistants to enhance the quality and responsiveness of ministry throughout the Chaplain Service.



"Ministry is a calling that sets the Chaplain Service apart from other Air Force functional areas."

Strategic Environment: Ministry

GOAL 1: TO RESPOND TO THE SPIRITUAL NEEDS OF AIR FORCE MEMBERS AND THEIR FAMILIES ACROSS THE FULL SPECTRUM OF AIR & SPACE OPERATIONS, WHILE PROVIDING FOR THEIR DIVERSE RELIGIOUS REQUIREMENTS AND CHANGING DEMOGRAPHICS.

How We Plan to Achieve Goal 1—Objectives and Tasks

Objective 1.1: Develop Chaplain Service personnel who are fully committed and actively engaged in responding to spiritual needs and providing for diverse religious requirements of the Air Force community.

Air Force chaplains are the commanders' religious accommodation functional experts. Since chaplains have an understandably strong identification with their individual religious groups, they sometimes struggle with accommodation issues. Accommodation is not only a theological issue; it is also a leadership issue. Respect for a pluralistic religious environment does not mean the compromise of one's own faith convictions. We need people who not only understand the complex ramifications of providing for diverse religious requirements, but who are also fully committed to and actively engaged in ensuring everyone in the Air Force community has the

opportunity for the free exercise of religion. It is our mission. We should be as passionate about this within the Chaplain Service as the Air Force is about safety.

Task 1.1.1: Develop a training program through which wing chaplains educate wing leadership about religious pluralism/accommodation issues.

- ◆ As the Air Force becomes more religiously diverse, commanders and their staffs need to be better prepared to address a wide variety of religious and cultural subject matter.

- ◆ The Chaplain Service is uniquely postured to provide this training.

Objective 1.2: Enhance understanding throughout the Chaplain Service of the diverse religious requirements, convictions, and spiritual needs of the Air Force community.

The mission of the Chaplain Service is to provide spiritual care and the opportunity for Air Force members and their families to exercise their

constitutional right of freedom of religion. This mission could become much more challenging as the trend in religious pluralism continues. As new faith-based groups form and mature, the Chaplain Service must be prepared to incorporate non-traditional groups. To realize the Chaplain Service vision, it will be critical that chaplains and chaplain assistants understand the implications and requirements that result from growing religious pluralism.

Task 1.2.1: Evaluate the requirement for the religious preference database and the validity of the data and develop procedures to better maintain this database.

- ◆ An accurate religious preference database can be a useful tool to track the Air Force's religious landscape.
 - ◆ The database must hold information that has fidelity to population characteristics and is consistent in the way it is gathered.
- ◆ The Chaplain Service should identify the type of information it needs to cater to the religious requirements of Air Force members and ensure that the personnel system captures that data.



“As the Air Force becomes more religiously diverse, commanders and their staffs need to be better prepared...”

Strategic Environment: Ministry



“We must become a model for spreading a message of mutual respect throughout the Air Force.”

Task 1.2.2: Periodically identify and assess the relevant demographic and religious trends (both Air Force and nationwide) on Chaplain Service operations and communicate findings to all echelons of the Chaplain Service.

- ◆ We will periodically study demographic patterns and their impact on Chaplain Service ministry and the implications for the Air Force.

- ◆ We will incorporate the results of these studies into the Chaplain Service strategic planning process.

Objective 1.3: Provide wing-level chapel staffs the tools to effectively respond to their community’s spiritual needs and diverse religious requirements, in order to provide quality opportunities for worship.

In order to respond to Air Force members’ spiritual needs and provide for their diverse religious requirements, local chapel staffs must first identify the local needs. Having done this, chapel staffs need to be able to draw on the full range of the Chaplain Service’s response to similar needs. Every program and effort is part of a team effort, and should be a response to known spiritual needs.

Task 1.3.1: Develop an electronic clearinghouse to identify and incorporate the best military and civilian practices in order to assist wing chapels to ‘provide/provide for’ quality religious observances and projects that meet the needs of changing segments of the Air Force community (e.g., singles, single-parent households, working spouses).

- ◆ We need to take advantage of the advances in communications technology to build a clearinghouse that facilitates a crossfeed process that identifies, distributes, and helps local chapel staffs customize and incorporate the best military and civilian practices for delivering support.

- ◆ Chaplain Service personnel would use this clearinghouse to gather and disseminate issues, problems, and solutions to help us meet the challenge of providing for the growing religious diversity.

- ◆ This task will require more than simply the establishment of an electronic tool. We must encourage local chapel staffs to actively participate in sharing innovative and proven solutions, e.g., using the Chaplain Service Institute (CSI) Webpage.

Task 1.3.2: Conduct a best practice analysis of both Army and Navy Chaplain Services to determine how they provide for religious requirements and spiritual needs in a demographically changing military community and develop a crossfeed process within the Chaplain Service to identify and distribute best practices in the areas of resource management and spiritual need requirements.

- ◆ We need to enhance our crossfeed with our sister services to find ways to improve how we respond to and accommodate spiritual needs of the Air Force community.

- ◆ Information exchange between the services can help identify best practices in meeting spiritual need requirements and resource management.

Objective 1.4: Foster a culture and create an environment which values free exercise of religion within the Air Force and develop properly trained Chaplain Service personnel who provide carefully prepared, relevant worship, liturgies, rites, and ceremonies.



“...providing and supporting quality worship opportunities across the full spectrum of operations, from bare base deployments in crisis situations to routine home station settings.”

Strategic Environment: Ministry

The free exercise of religion is one of the founding principles of our nation. The Chaplain Service must move beyond merely ensuring that our own members value religious diversity. We must **become a model for spreading a message of mutual respect** throughout the Air Force.

Developing quality worship opportunities that support religious diversity across the full spectrum of air and space operations is not easy. It takes an investment of time along with a commitment to detailed planning and proper training for those who support and deliver the worship experience. While each chaplain is proficient in his/her faith tradition, the Air Force operating environment places special demands on him or her. The Chaplain Service through the CSI works to ensure that chaplains and chaplain assistants have the initial and continued training to provide/provide for required worship experiences. We must also work to ensure lay leaders and volunteers have the necessary training, encouragement, and support they need to develop their skills in providing and supporting quality worship opportunities across the full spectrum of operations, from base deployments in crisis situations to routine home station settings.



“Our training must incorporate and reflect the operational nature of our mission.”

Task 1.4.1: Develop lay leader and volunteer training programs to promote quality worship skills and ensure they understand and can support the concept of the free exercise of religion within the Air Force – this training augments military Chaplain Service personnel training.

- ◆ We will develop and support the improvement of lay volunteer training programs.
- ◆ We will ensure that lay leaders receive training in order to properly support religious observances and allow for the coexistence of various faith groups and denominations.
- ◆ This training need will continue to grow as the Air Force gains more religious pluralism.
- ◆ It is vital that our lay volunteers share our understanding of the importance of the free exercise of religion.

Objective 1.5: Enhance understanding throughout the Air Force of the vital contributions of the Chaplain Service to the Air Force mission.

Chaplain Service personnel contribute in many ways to the quality of life and readiness of Air Force members. Air Force members do not always understand this contribution, and as a result, they do not fully utilize Chaplain Service resources. We must take the initiative to tell our story, to tell others about our part in the successful completion of the Air Force mission.

Task 1.5.1: Actively monitor the Chaplain Service’s contributions to Air Force formal training programs in order for the Air Force to understand and appreciate the Chaplain Service’s contribution to the mission.

- ◆ Air Force personnel need to better understand how the Chaplain Service contributes to the mission and what it offers the Air Force community.
- ◆ We will support a range of initiatives to promote heightened awareness.
- ◆ We will seek increased Chaplain Service visibility in Air Force training programs.

Strategic Environment: People



“...creating an environment that demonstrates commitment to people and their families, while providing a quality of life that lives up to their trust.”

Task 1.5.2: **Develop a PA/marketing campaign across the Air Force that explains the Doing Global Ministry model in both home-base sustainment and operational settings as well as communicates the vision, mission, core competencies, processes and values of the Chaplain Service across the Air Force.**

- ◆ The Chaplain Service needs to take a more assertive approach to “selling” itself.
- ◆ All levels of the Chaplain Service must undertake a coordinated approach to educating their stakeholders about their operations and capabilities.

Objective 1.6: **Develop an operational mindset within the Chaplain Service.**

Operating within a military environment requires Chaplain Service personnel to conform to the operational dynamics of this

environment. We must perform our tasks with a readiness-oriented mindset.

Task 1.6.1: **Explore and develop ways to expand and formalize Chaplain Service readiness and contingency training.**

- ◆ We must be readiness-oriented and fully trained for home-station and deployed contingency operations.
- ◆ Our training must incorporate and reflect the operational nature of our mission.

Objective 1.7: **Highlight religious observances as a cornerstone and core process of the Chaplain Service to ensure it receives proper emphasis within a needs-based Global Ministry strategy.**

While the Chaplain Service leadership cannot dictate the details of how to perform ministry at the local level, they set the policy and direction for Air Force

ministry. They continue to assert that religious observances are a cornerstone of Air Force ministry. Worship is the foundation of religious observances, and every faith group and denomination have a worship tradition. The people we serve expect us to provide and be a part of worship.

Task 1.7.1: **Develop a focused communications effort, led by AF/HC, to make it clear to both unit commanders and unit chapel staffs that religious observances are central to Global Ministry in both home-base sustainment and operational settings.**

- ◆ The Chaplain Service leadership will continue to make strong, repeated, and coordinated statements regarding the centrality of worship to the Chaplain Service ministry.
- ◆ Both internal and external audiences need to hear and understand why religious observances remain a Chaplain Service core process.



“...we must ensure that they have the training and support required to carry out their unique set of responsibilities.”

People

The chaplains and chaplain assistants of the Air Force Chaplain Service are the most critical component in our strategy to realize the Chaplain Service vision. As we look ahead to the challenges of the next decade, we must ensure that they have the training and support required to carry out their unique set of responsibilities.

- ◆ Chaplains serve in a dual role as both clergy and Air Force officers. They have a responsibility to **provide for the diverse religious requirements and spiritual needs of all Air Force members and their families, regardless of their religious affiliation.** Chaplains are not half clergy and half officers—they hold the responsibilities of *both* offices at the same time, all of the time.

Strategic Environment: People

- ◆ Chaplain assistants are a vital component of the Chaplain Service and provide support across the full range of our ministry. They must have a deep understanding of religious accommodation and an appreciation for the value of chaplain ministry in order to enhance and bolster that ministry.

The Air Force vision document recognizes that "the foundation of the force is our people." It emphasizes creating an environment that demonstrates commitment to people and their families, while providing a quality of life that lives up to their trust... so do we.

GOAL 2: TO RECRUIT, DEVELOP, AND SUSTAIN CHAPLAIN SERVICE PERSONNEL WHO ARE COMMITTED TO THE SPIRITUAL CARE OF TOMORROW'S AIR FORCE

How We Plan to Achieve Goal 2--Objectives and Tasks

Objective 2.1: Recruit and access chaplains who understand and have the potential to effectively integrate the clergy and officer responsibilities inherent to the Chaplain Service.



"Ensure each chaplain is developing traits to successfully operate in an evolving professional military environment."

Chaplains have professional supervisory and management responsibilities that are common to all Air Force officers. It is critical that our chaplains fully understand and be able to integrate all of the responsibilities (military and clergy) inherent within the Chaplain Service. The dual clergy-officer responsibilities present Air Force chaplains with a unique challenge. This understanding must start with those interested in becoming Air Force chaplains.

Task 2.1.1: Develop a cooperative program with endorsing bodies and their educational institutions that provides information and resources to better inform Chaplain Service candidates about the demands of the professional military environment as well as the essential responsibility to care for the religious diversity of the entire Air Force community.

- ◆ Give prospective chaplains a clear picture of the challenges and rewards of Chaplain Service ministry.
 - ◆ The focus is on Air Force clergy and officer responsibilities.
- ◆ Forge informative relationships with endorsing bodies and educational institutions.

- ◆ Provide information, which better prepares Chaplain Service candidates for service in a professional military environment.

Task 2.1.2: Analyze the Chaplain Service recruiting program's responsiveness to changing demographic and religious trends within the Air Force and the effectiveness of its resources.

- ◆ Respond to changing demographics by being both active and purposeful in the kinds of chaplains we recruit.

Objective 2.2: Create an environment where chaplains providing ministry learn how to balance their clergy and officer roles through training, assignment, promotion, and recognition processes.

Strategic Environment: People



“We will place increased emphasis on recognizing excellence—excellence in ministry, support of ministry, and leadership.”

This objective focuses on three important facets in transforming the Chaplain Service—the training, mentoring, and recognition processes.

Task 2.2.1: Evaluate the effectiveness of chaplain officership training.

- ◆ Officership training is a critical component in the transformation from civilian clergyperson to Air Force chaplain.
- ◆ Evaluation of officership training effectiveness is a high priority.
 - ◆ Ensure each chaplain is developing traits to successfully operate in an evolving professional military environment.

Task 2.2.2: Develop and maintain a mentoring program to facilitate professional development; focus on areas such as readiness, leadership (officer/clergy balance for chaplains), resource management, spirituality, staff development, and diversity.

- ◆ Mentoring is a fundamental responsibility of all Air Force supervisors.

- ◆ Air Force chaplains and Chaplain Service non-commissioned officers must know their people, accept personal responsibility for them, and be accountable for their professional development.

- ◆ Mentoring within the Chaplain Service will target issues critical to the career field.

- ◆ It will mirror the Chaplain Service Institute’s (CSI) six blocks of training:
 - Leadership, readiness, resource management, spirituality, staff development, and diversity

Task 2.2.3: Develop and implement Chaplain Service recognition programs.

- ◆ We will place increased emphasis on recognizing excellence—excellence in ministry, support of ministry, and leadership.
- ◆ We will work with the personnel community to establish a functional awards program to foster morale, initiative, and esprit de corps.
 - ◆ We will establish nomination and eligibility criteria that promote the Chaplain Service goals and objectives.

Objective 2.3: Develop programs that enable Chaplain Service personnel to understand and respect diversity as well as effectively manage/resolve conflict so that everyone can reach their full potential.

The Chaplain Service is grounded in diversity. We asks our members to profoundly **respect each other’s religious, racial, gender, and ethnic differences**. Through training and mentorship, we will ensure our personnel understand and value our rich diversity as well as know how to effectively manage and resolve conflicts. Going beyond training for its own members, the Chaplain Service must establish solid links to Air Force agencies that **facilitate conflict resolution and diversity training**, such as the Directorate of Personnel and the Inspector General.

Task 2.3.1: Develop diversity and conflict resolution training programs.

- ◆ Leveraging diversity underpins our organization’s mission and vision. We cannot afford to leave any stone unturned in our efforts to train our members about diversity’s benefits for the Air Force.

Strategic Environment: People



“Chaplains and chaplain assistants must be spiritually healthy themselves so they can adequately tend to the spiritual health of others.”

- ◆ Therefore, we will develop and maintain a responsive diversity awareness-training program.

Task 2.3.2: Develop ways to evaluate diversity and conflict resolution training and mentoring programs.

- ◆ We will ensure all Chaplain Service members are equipped with the skills to effectively function in our abundantly diverse environment.

Task 2.3.3: Develop ways to resolve issues that stem from the growing diversity of faith groups.

- ◆ We must make sure we are responsive to ongoing evolutionary patterns in Air Force spiritual/religious life.
 - ◆ We must actively engage our stakeholders and open avenues for dialogue.

Task 2.3.4: Develop ways to enhance the effectiveness of wing level IG offices to better support Chaplain Service Personnel.

- ◆ We must facilitate our members' access to institutional resources for redressing grievances.

- ◆ We will develop education/orientation programs for wing chaplains regarding IG complaints and Chaplain Service personnel.

- ◆ This education program will include a recommendation for briefing wing commanders regarding their role in treating Chaplain Service personnel complaints and grievances with earnest.

Objective 2.4: Develop personnel who possess strong character, ethical behavior, and leadership traits.

The Chaplain Service mission depends on its members to possess strong character, ethics, and morals. It is what we do and what we stand for. One of our core competencies is providing moral advice to leadership, while our core process calls for modeling ethical leadership.

Task 2.4.1: Develop and evaluate a pastoral care program targeted at the spiritual health of chaplains and chaplain assistants.

- ◆ We need to develop a pastoral care program for our personnel to support their needs at home station and when deployed.

- ◆ Chaplains and chaplain assistants must be spiritually healthy themselves so they can adequately tend to the spiritual health of others.

Objective 2.5: Develop chaplains and chaplain assistants who clearly understand their respective roles and responsibilities as well as how they should interact with each other as they accomplish the Chaplain Service mission.

Chaplains doing ministry and chaplain assistants supporting ministry is the basic model of our complex mission. However, confusion still exists regarding their roles. Chaplains and chaplain assistants need to better understand each other's responsibilities and how to best interact to accomplish the mission. This issue requires constant attention from individual chaplains and chaplain assistants as well as support from the Chaplain Service leadership.

Task 2.5.1: Educate Chaplain Service personnel on the proper use of the Specialty Training System (STS) within the 5ROX1 Career Field Education Training Plan (CFETP).

Strategic Environment: Resources

- ◆ Wing chaplains and chaplain assistants should follow established and standardized guidelines, as much as possible, to minimize confusion about chaplain assistant roles and responsibilities.

Objective 2.6: **Recruit and access chaplain assistants who understand and have potential to fulfill the responsibilities associated with supporting the delivery of spiritual care.**

The chaplain assistant career field requires specific personal and interpersonal skills. Our support personnel must be able to understand their roles and responsibilities, as well as how they fit into the Chaplain Service team. Before entering the career field, they must understand

religious accommodation and the spiritual dimension of the Chaplain Service and its special demands while also understanding its military dimension. Surveys have shown that properly trained personnel are more likely to have high esprit, which in turn is likely to positively influence retention rates.

Task 2.6.1: **Evaluate the chaplain assistant candidate selection process to ensure prospective chaplain assistants are better aware of and can fulfill chaplain assistant responsibilities.**

- ◆ As we recruit/select people to be chaplain assistants, we must make them aware of what it takes to accommodate and support diverse religions as well as being viewed as representatives of the Holy.

- ◆ The screening and acceptance processes must be comprehensive, open, and candid.

Task 2.6.2: **Evaluate the effectiveness of formal training courses to prepare chaplain assistants to perform their actual day-to-day tasks.**

- ◆ We will review chaplain assistant training courses to ensure that graduates are fully prepared to perform their tasks, both at their home bases and deployed.
- ◆ Training courses must complement the chaplain assistant Basic Duties Checklist.



“...Chaplain Service personnel must learn to work with the financial management system and to speak in terms the rest of the Air Force understands, especially ‘operators’.”

Resources

The Chaplain Service vision demands a careful stewardship of its resources (both manpower and dollars) at every echelon. Chaplain Service leadership at all levels must be knowledgeable of the Air Force’s resource management system in order to develop defensible financial planning documents. Each echelon must be able to articulate the Chaplain Service’s contributions to operational effectiveness, because capability relevance drives resource allocation decisions in the wing and at MAJCOMs. Chaplain Service personnel need to understand the difference between “direct mission” and “indirect mission” requirements, since the ability to make this distinction determines whether they argue for appropriated or non-appropriated funds, respectively.

The third Chaplain Service goal sets the stage for initiatives that will allow it to:

- (1) Better manage current resources, and
- (2) Better justify future resource requirements.

Strategic Environment: Resources

GOAL 3: TO PROVIDE THE STRUCTURE AND RESOURCES NEEDED TO REALIZE THE CHAPLAIN SERVICE VISION



“The Chaplain Service vision demands a careful stewardship of its resources...”

How We Plan to Achieve Goal 3--Objectives and Tasks

Objective 3.1:
Provide tools like Doing Global Ministry (DGM) to help Wing Chaplains prioritize their operations and help unit commanders understand resource requirements for local chapel staffs.

The Wing Chaplain must lead the chapel staff in determining the best use of resources to meet the most pressing spiritual needs at each location. The needs assessment, addressed in the previous section, is only one half of the assessment process; what chapel staffs “can and should offer” is the other. Effective needs-based ministry is critically dependent on proper resource availability and prioritization.

Task 3.1.1:
Develop Special Interest Item (SII) protocols for MAJCOMS to use in evaluating key Chaplain Service programs (e.g., Doing Global Ministry; the Mentoring Handbook; Ethical Leadership; Conflict Resolution; Marriage and Family Retreats; Singles Conferences; Chaplain Retreats; Separation and Deployment Resources; IMA Training; and educating commanders on the roles and responsibilities of the Chaplain Service).

- ◆ The Chaplain Service will develop a series of Special Interest Items (SII) that communicate to the MAJCOMs and wings the measures of merit that define implementation success or effectiveness.

- ◆ MAJCOMs will facilitate and monitor policy implementation, while wings and lower echelons implement.

Task 3.1.2:
Develop a curriculum that incorporates Operational Risk Management (ORM) into formal and continuing training programs in order to explain DGM in operational terms.

- ◆ In order to communicate their requirements clearly, Chaplain Service personnel must learn to work with the financial management system and to speak in terms the rest of the Air Force understands, especially ‘operators’.

- ◆ One tool that operations personnel use to communicate risk is Operational Risk Management (ORM).

- ◆ Using an ORM-style approach to justify resource requirements to Wing Commanders should go a long way to bridging the communications gap that has existed between non-operationally focused Chaplain Service personnel and the ‘operators’.

Task 3.1.3:
Develop an ORM scale for application to Doing Global Ministry in home-base sustainment and operational settings.

- ◆ A critical part of using ORM is having an objective way of relating risk to choices or options.
- ◆ The Chaplain Service needs to develop a similar approach to objectify their resource [risk] management system.

Strategic Environment: Resources

Task 3.1.4: Develop a methodology for evaluating and funding Information Technology (IT) enhancements.

- ◆ The Chaplain Service needs to take advantage of IT advancements that promote communication and financial organization.
- ◆ Funding should be set aside to continuously update programs, equipment, and training courses to keep Chaplain Service personnel skilled and fully proficient.



“The Chaplain Service needs to take advantage of IT advancements that promote communication and financial organization.”

Objective 3.2: Provide a link between MAJCOMs and the Office of the Chief of the Chaplain Service that allows the Chaplain Service to better prioritize its strategic initiatives and tasks.

MAJCOM, DRU, and wing-level staffs will continue to face significant challenges in acquiring all the resources they need to satisfy their mission requirements. There is no doubt these organizations will frequently fall short of their funding goals. However, in order to optimize effectiveness and efficiency, the Chaplain Service needs to develop a way to capture Air Force-wide issues and champion their cause to secure Air Force resourcing.

Task 3.2.1: Establish a process that effectively integrates MAJCOM Chaplain Service requirements and shortfalls in order to identify Air Force-wide needs, and allows AF/HC to develop a strategy to program and budget for these requirements.

- ◆ As MAJCOM/HC staffs go through the programming, planning, budgeting system process, they need to up-channel their unfunded requirements not only to the Personnel & Training Panel, but to AF/HC as well.
- ◆ In this way, they keep AF/HC informed, and in a better position to exercise oversight responsibilities at each stage of the Chaplain Service program review.
- ◆ Whatever the process, it should provide timely feedback to the field to make future resource planning cycles more effective.

Task 3.2.2: Communicate to members and commanders the difference between direct/non-direct mission essential tasks.

- ◆ The Chaplain Service must provide clear resource management guidance, especially in the area of Appropriated and Non-appropriated Funds.

- ◆ Members and commanders are confused about “mission essential” and “non-mission essential” tasks.

Task 3.2.3: Establish a process to support funding of Chaplain Service retreats and seminars.

- ◆ Chaplain Service retreats and seminars are a valuable way to share information.
- ◆ We must be prepared to set aside funding for these kinds of events in order to facilitate sharing best practices and religious accommodation information.

Objective 3.3: Reengineer the Chaplain Service in partnership with the Air Force Manpower and Innovation Agency (AFMIA) to ensure personnel, processes, and organizations are best structured to realize the vision and achieve the strategic goals of the Chaplain Service.

Changes in force structure, infrastructure, missions, and technology are driving a comprehensive reassessment of how the Air Force does its business. The Air Force is committed to finding new ways to perform current and future missions with a smaller, more efficient force. As a result, all Air Force

Strategic Environment: Resources

functional career fields are systematically trying to find smarter ways of doing business.



“...we need a Chaplain Service where information and ideas flow freely throughout the organization, both vertically and horizontally.”

How can the Chaplain Service reengineer to use its resources more effectively? A key step in the reengineering process consists of researching the best practices and identifying opportunities to leverage technology through benchmarking, competitive comparison, and other techniques. Probably the most significant step in the reengineering process comes next—i.e., analyzing current tasks to derive smarter ways of doing business through technology insertion, adoption of best practices, or some form of partnership.

Task 3.3.1: **Modify manpower determinants, in light of growing expeditionary concept of operations, to ensure that they are adequate to realize the vision and achieve the strategic goals of the Chaplain Service.**

- ◆ We must follow Air Force guidance on reengineering and certify all manpower determinants through a zero-based review.
 - ◆ This mandate provides the Chaplain Service an opportunity to address longstanding questions involving manpower authorizations at the wing level.

Objective 3.4: **Develop Rules of Engagement (ROE) for the Chaplain Service to ensure greater utilization and seamless integration of Active and Reserve Component forces.**

Our involvement in the War on Terrorism has highlighted our reliance on the Reserve Component to meet operational demands. We need to develop efficient and effective processes for training, accessing, and utilizing these forces as our reliance on the Guard and Reserves will only continue to grow.

Task 3.4.1: **Develop an IPT to review and codify active and reserve forces integration procedures, to include funding, availability, training, and forward deployment.**

- ◆ The Chaplain Service needs to develop practical and efficient procedures that will help active and reserve component forces achieve synergy.
 - ◆ This will not be easy, since the Total Force challenges facing the Chaplain Service are common throughout the Air Force.
 - ◆ The appropriate command functions must develop coordinated protocols for accessing and utilizing reserve forces.

Task 3.4.2: **Develop training programs for MAJCOMs regarding integration procedures for active and reserve forces.**

- ◆ Once we establish the Total Force protocols, we must train MAJCOM personnel how to properly integrate active and reserve forces.

Task 3.4.3: **Develop a communications plan for disseminating the active and reserve forces integration ROE procedures to bases.**

- ◆ We must develop a communication plan to inform our personnel about the new business rules.

Strategic Environment: Communication

Communication

Implementation is the bridge between strategic planning and strategic management. As we embark on implementing this Strategic Plan, we recognize that the greatest barrier to strategy implementation will be a failure to understand our roles in the implementation process. To counter this barrier, we need a Chaplain Service where information and ideas flow freely throughout the organization, both vertically and horizontally. Our people need to discuss this plan's strategic concepts and develop ways to best adapt them to their circumstances, explore the local implications and provide feedback to decision-makers...Wing chaplains are key players in this process—they too must think strategically. Because open communication is so critical to realizing our vision, we have set the following goal for the Chaplain Service.

GOAL 4: TO ENHANCE THE COMMUNICATION BETWEEN AND AMONG ALL LEVELS/ECHELONS OF THE CHAPLAIN SERVICE.

How We Plan to Achieve Goal 4--Objectives and Tasks

Objective 4.1: Enhance the face-to-face communications between the AF/HC staff and the members of the Chaplain Service.



"...fully develop MAJCOM and DRU ability to aid in deploying its strategies, policies and guidance."

The Chief of the Chaplain Service is responsible for creating and communicating the vision and purpose of the Chaplain Service. The AF/HC staff provides support to the Chief in that role and in the development of strategies, policies, plans, programs, and procedures. For the Chaplain Service to effectively implement its strategies, the lines-of-communication between the headquarters and the field must remain open.

Task 4.1.1: Continue the ongoing face-to-face communication activities within the Chaplain Service.

- ◆ Since the last strategic plan, the Deputy Chief of the Chaplain Service has the responsibility for internal communications with emphasis on monitoring information flow, and presenting significant communications issues to the Chief and the Chaplain Service Council.

- ◆ The AF/HC staff created the "Town Hall Meeting" to promote face-to-face meetings with local chapel staffs and their commanders.

- ◆ The AF/HC has also set aside a minimum of one day annually to meet face-to-face with each MAJCOM staff on their issues.

Objective 4.2: Enhance the communications role of the Chaplain Service Council in the deployment of strategy, policy, and guidance.

The MAJCOM and Direct Reporting Unit (DRU) chaplains and their staffs provide an essential link between the Air Staff and unit chapel staffs. This interaction provides a valuable source for information flow insight. The Chaplain Service must seek every opportunity to fully develop MAJCOM and DRU ability to aid in deploying its strategies, policies and guidance.

Task 4.2.1: Develop a standardized core MAJCOM/HC job description template that can be augmented to meet MAJCOM-specific requirements and defines the role of the MAJCOM Chaplain Division.

- ◆ We will standardize a job description template for headquarters MAJCOM Chaplain Service staffs to introduce clarity and consistency into AF/HC and base-level expectations of MAJCOM support.

Strategic Environment: Implementation

- ◆ Ultimately, it would provide a way for the Chaplain Service to successfully monitor effectiveness of its policies.

Objective 4.3: **Improve crossfeed among the various Chaplain Service echelons and units.**

Effective information exchange within our multi-layered organization is key, not only to implementing the strategic plan, but to also ensuring that the services we offer are the best they can be. All echelons require an intense effort by everyone to improve crossfeed within the Chaplain Service.

Task 4.3.1: Conduct an information management analysis in order to leverage communication best practices across the Chaplain Service.



“The plan will focus on valid and reliable performance data, which has utility for decision-makers...”

Implementation

The 41 tasks outlined in this plan (Appendix A) direct our actions in Chaplain Service communications, education and training, policy and guidance, personnel processes, resource management, and organizational structure.

- ◆ Appendix A shows the level at which primary or coordinating responsibility lies.
- ◆ Appendix B lists the closed tasks from the

- ◆ We need to study and learn how to better use electronic tools such as web-based information applications, video teleconferencing, and e-mail in order to be more responsive and agile.

Task 4.3.2: **Incorporate debriefing techniques into formal and continuing education courses to maximize lessons learned when members return from deployments, conferences, CSI courses, and retreats.**

- ◆ We must institutionalize processes that rapidly capture and share the lessons learned across the Air Force in order to leverage the experiences of all our members.

Task 4.3.3: **Evaluate the effectiveness of the Communications Plan and modify as required.**

- ◆ We must evaluate how effective the actions in the Communications Plan were in disseminating the 1999 Strategic Plan and modify it as required.

Task 4.3.4: **Evaluate the Form 1270's usefulness as a Strategic Plan performance measurement tool.**

- ◆ We will study the Form 1270's potential as a strategic performance measurement tool.
 - ◆ Should we use it as the performance-reporting vehicle? Does it give or can it provide the kind of information that would allow us to measure strategic plan effectiveness?

1999 Strategic Plan.

- ◆ Appendix C shows the carried over tasks.
- ◆ Appendix D lists the new tasks.
- ◆ Appendix E addresses the role our stakeholders play in formulating our strategic issues.

As we implement these tasks, each task will require AF/HC prioritization based on available resources and need. We will look first for

changes that can be easily and rapidly introduced, yet have far reaching impact. In keeping with our first strategic plan, we will assign an office of responsibility (OPR) for each task and develop a task tracking process. The Deputy Chief of the Chaplain Service will have the responsibility for monitoring the day-to-day implementation of this plan.

There will be semi-annual progress updates, which will

Strategic Environment: Final Thoughts

include the status of each task and the progress made toward achieving our goals and objectives. Measuring progress depends on the development of performance criteria and information that decision-

makers at each organizational level can use. We recognize that this will be a complex undertaking; nevertheless, we will do our best to identify performance goals and indicators that are objective, quantifiable,

and measurable. The plan will focus on valid and reliable performance data, which has utility for decision-makers, and does not place an excessive burden on local chapel staffs.



“...the success of our strategic planning initiative will rest with each member of the Chaplain Service.”

Final Thoughts

The Chaplain Service leadership has critically examined the 1999 Chaplain Service Strategic Plan and revisited the status of the goals, objectives and tasks in relation to the external environment, the mission, and the new vision to identify ministry opportunities and challenges. We have looked internally to identify strengths and weaknesses. We have looked externally at the opportunities and threats and identified the strategic issues that we must tackle if we are to transform into the

organization envisioned in *Global Ministry – Vision 2020*. We solicited input from throughout the Chaplain Service to determine how best to address these issues. The result is this revised strategic plan.

Ultimately the success of our strategic planning initiative will rest with each member of the Chaplain Service. Open communication, trust, dedication, and active participation are essential. The benefits of strategic planning are well documented in the

performance of successful organizations, both public and private. We can achieve similar benefits as we continue to develop **a professional Chaplain Service, building upon its rich diversity by shared experiences, mentorship, and training, to promote a vibrant, spiritually healthy Air Force Community.**

APPENDIX A: CURRENT GOALS, OBJECTIVES AND TASKS

(The following table outlines goals, objectives and tasks and indicates level of primary/ coordinating responsibility.)

GOAL 1.0: TO RESPOND TO THE SPIRITUAL NEEDS OF AIR FORCE MEMBERS AND THEIR FAMILIES ACROSS THE FULL SPECTRUM OF AIR & SPACE OPERATIONS, WHILE PROVIDING FOR THEIR DIVERSE RELIGIOUS REQUIREMENTS AND CHANGING DEMOGRAPHICS.			
Objectives	Tasks	OPR	OCR
1.1: Develop Chaplain Service personnel who are fully committed and actively engaged in responding to spiritual needs and providing for diverse religious requirements of the Air Force community.	1.1.1: Develop a training program for wing chaplains to educate wing leadership about religious pluralism/accommodation issues.	AF/HC	MAJCOM
1.2: Enhance understanding throughout the Chaplain Service of the diverse religious requirements, convictions, and spiritual needs of the Air Force community.	1.2.1: Evaluate the requirement for the religious preference database and the validity of the data and develop procedures to better maintain this database.	AF/HC	MAJCOM
	1.2.2: Periodically identify and assess the relevant demographic and religious trends (both AF and nationwide) on Chaplain Service operations and communicate findings to all echelons of the Chaplain Service.	AF/HC	MAJCOM
1.3: Provide wing-level chapel staffs the tools to effectively respond to their community's spiritual needs and diverse religious requirements, in order to provide quality opportunities to worship.	1.3.1: Develop an electronic clearinghouse to identify and incorporate the best military and civilian practices in order to assist wing chapels to 'provide/provide for' quality religious observances and projects that meet the needs of changing segments of the Air Force community (e.g., singles, single-parent households, working spouses).	AF/HC	MAJCOM WING
	1.3.2: Conduct a best practice analysis of other services to determine how they provide for religious requirements and spiritual needs in a demographically changing military community and develop a crossfeed process within the Chaplain Service to identify and distribute best resource practices in the areas of resource management and spiritual need requirements.	AF/HC	MAJCOM

GOAL 1.0: TO RESPOND TO THE SPIRITUAL NEEDS OF AIR FORCE MEMBERS AND THEIR FAMILIES ACROSS THE FULL SPECTRUM OF AIR & SPACE OPERATIONS, WHILE PROVIDING FOR THEIR DIVERSE RELIGIOUS REQUIREMENTS AND CHANGING DEMOGRAPHICS.

Objectives	Tasks	OPR	OCR
1.4: Foster a culture and create an environment which values free exercise of religion within the Air Force and develop properly trained Chaplain Service personnel who provide carefully prepared, relevant worship, liturgies, rites, and ceremonies.	1.4.1: Develop lay leaders and volunteer training programs to promote quality worship skills and ensure they understand and can support the concept of the free exercise of religion within the Air Force – this training augments military Chaplain Service personnel training.	MAJCOM	AF/HC WING
1.5: Enhance understanding throughout the Air Force of the vital contributions of the Chaplain Service to the Air Force mission.	1.5.1: Actively monitor the Chaplain Service's contributions to Air Force formal training programs in order for the Air Force to understand and appreciate the Chaplain Service's contribution to the mission.	AF/HC	MAJCOM
	1.5.2: Develop a PA/marketing campaign across the Air Force that explains the Doing Global Ministry model in both home-base sustainment and operational settings as well as communicates the vision, mission, core competencies, processes and values of the Chaplain Service across the Air Force.	AF/HC	MAJCOM WING
1.6: Develop an operational mindset within the Chaplain Service.	1.6.1: Explore and develop ways to expand and formalize Chaplain Service readiness and contingency training.	MAJCOM	AF/HC WING
1.7: Highlight religious observance as a cornerstone and core process of the Chaplain Service to ensure it receives proper emphasis within a needs-based <i>Global Ministry</i> strategy.	1.7.1: Develop a focused communications effort, led by AF/HC, to make it clear to both unit commanders and unit chapel staffs that religious observances are central to Global Ministry in both home-base sustainment and operational settings.	AF/HC	MAJCOM WING

GOAL 2.0: TO RECRUIT, DEVELOP, AND SUSTAIN CHAPLAIN SERVICE PERSONNEL WHO ARE COMMITTED TO THE SPIRITUAL CARE OF TOMORROW'S AIR FORCE.

Objectives	Tasks	OPR	OCR
2.1: Recruit and access chaplains who understand and have the potential to effectively integrate the clergy and officer responsibilities inherent to the Chaplain Service.	2.1.1: Develop a cooperative program with endorsing bodies and their educational institutions that provides information and resources to better inform Chaplain Service candidates about the demands of the professional military environment as well as the essential responsibility to care for the religious diversity of the entire Air Force community.	AF/HC - Recruiting	MAJCOM
	2.1.2: Analyze the Chaplain Service recruiting program's responsiveness to changing demographic and religious trends within the Air Force and the effectiveness of its resources.	AF/HC	MAJCOM
2.2: Create an environment where chaplains providing ministry learn how to balance their clergy and officer roles through training, assignment, promotion, and recognition processes.	2.2.1: Evaluate the effectiveness of chaplain officership training.	MAJCOM	AF/HC WING
	2.2.2: Develop and maintain a mentoring program to facilitate professional development; focus on areas such as readiness, leadership (officer/clergy balance for Chaplains), resource management, spirituality, staff development, and diversity.	AF/HC CSI	WING
	2.2.3: Develop and implement Chaplain Service recognition programs.	MAJCOM	AF/HC WING
2.3: Develop programs that enable Chaplain Service personnel to understand and respect diversity as well as effectively manage/resolve conflict so that everyone can reach their full potential.	2.3.1: Develop diversity and conflict resolution training programs.	AF/HC	MAJCOM WING
	2.3.2: Develop ways to evaluate diversity and conflict resolution training and mentoring programs.	MAJCOM	AF/HC WING
	2.3.3: Develop ways to resolve issues that stem from the growing diversity of faith groups.	AF/HC	MAJCOM WING
	2.3.4: Develop ways to enhance the effectiveness of wing level IG offices to better support Chaplain Service Personnel.	AF/HC	MAJCOM

GOAL 2.0: TO RECRUIT, DEVELOP, AND SUSTAIN CHAPLAIN SERVICE PERSONNEL WHO ARE COMMITTED TO THE SPIRITUAL CARE OF TOMORROW'S AIR FORCE.

Objectives	Tasks	OPR	OCR
2.4: Develop personnel who possess strong character, ethical behavior, and leadership traits.	2.4.1: Develop and evaluate a pastoral care program targeted at the spiritual health of chaplains and chaplain assistants.	AF/HC	MAJCOM WING
2.5: Develop chaplains and chaplain assistants who clearly understand their respective roles and responsibilities as well as how they should interact with each other as they accomplish the Chaplain Service mission.	2.5.1: Educate Chaplain Service personnel on the proper use of the Specialty Training System (STS) within the 5ROX1 Career Field Education Training Plan (CFETP).	AF/HC	AF/HC
2.6: Recruit and access chaplain assistants who understand and have the potential to fulfill the responsibilities associated with supporting the delivery of spiritual care.	2.6.1: Evaluate the chaplain assistant candidate selection process to ensure prospective chaplain assistants are better aware of and can fulfill chaplain assistant responsibilities.	AF/HC CSI	MAJCOM WING
	2.6.2: Evaluate the effectiveness of formal training courses to prepare chaplain assistants to perform their actual day-to-day tasks.	MAJCOM	AF/HC WING

GOAL 3.0: TO PROVIDE THE STRUCTURE AND RESOURCES NEEDED TO REALIZE THE CHAPLAIN SERVICE VISION.

Objectives	Tasks	OPR	OCR
3.1: Provide tools like <i>Doing Global Ministry (DGM)</i> to help wing chaplains prioritize their operations and help unit commanders understand resource requirements for local chapel staffs.	3.1.1: Develop Special Interest Item (SII) protocols for MAJCOMS to use in evaluating key Chaplain Service programs (e.g., Doing Global Ministry; the Mentoring Handbook; Ethical Leadership; Conflict Resolution; Marriage and Family Retreats; Singles Conferences; Chaplain Retreats; Separation and Deployment Resources; IMA Training; and educating commanders on the roles and responsibilities of the Chaplain Service).	AF/HC CSI	MAJCOM
	3.1.2: Develop a curriculum that incorporates Operational Risk Management (ORM) into formal and continuing training programs in order to explain DGM in operational terms.	MAJCOM	AF/HC
	3.1.3: Develop an ORM scale for application to Doing Global Ministry in home-base sustainment and operational settings.	MAJCOM	AF/HC
	3.1.4: Develop a methodology for evaluating and funding Information Technology (IT) enhancements.	AF/HC	MAJCOM
3.2: Provide a link between MAJCOMs and the Office of the Chief of the Chaplain Service that allows the Chaplain Service to better prioritize its strategic initiatives and tasks.	3.2.1: Establish a process that effectively integrates MAJCOM Chaplain Service requirements and shortfalls in order to identify Air Force-wide needs, and allows AF/HC to develop a strategy to program and budget for these requirements.	AF/HC	MAJCOM WING
	3.2.2: Communicate to members and commanders the difference between direct/non-direct mission essential tasks.	AF/HC	MAJCOM
	3.2.3: Establish a process to support funding of Chaplain Service retreats and seminars.	AF/HC	MAJCOM
3.3: Reengineer the Chaplain Service in partnership with the Air Force Manpower and Innovation Agency (AFMIA) to ensure personnel, processes, and organizations are best structured to realize the vision and achieve the strategic goals of the Chaplain Service.	3.3.1: Modify manpower determinants, in light of growing expeditionary concept of operations, to ensure that they are adequate to realize the vision and achieve the strategic goals of the Chaplain Service.	AF/HC	MAJCOM

GOAL 3.0: TO PROVIDE THE STRUCTURE AND RESOURCES NEEDED TO REALIZE THE CHAPLAIN SERVICE VISION.

Objectives	Tasks	OPR	OCR
3.4: Develop Rules of Engagement (ROE) for the Chaplain Service to ensure greater utilization and seamless integration of Active and Reserve Component forces.	3.4.1: Develop an IPT to review and codify active and reserve forces integration procedures, to include funding, availability, training, and forward deployment.	AF/HC AFRC	MAJCOM
	3.4.2: Develop training programs for MAJCOMs regarding integration procedures for active and reserve forces.	AFRC	MAJCOM WING
	3.4.3: Develop a communications plan for disseminating the active and reserve forces integration ROE procedures to bases.	AFRC	MAJCOM WING

GOAL 4.0: TO ENHANCE THE COMMUNICATION BETWEEN AND AMONG ALL LEVELS/ECHELONS OF THE CHAPLAIN SERVICE.

Objectives	Tasks	OPR	OCR
4.1: Enhance the face-to-face communications between the AF/HC staff and the members of the Chaplain Service.	4.1.1: Continue the ongoing face-to-face communication activities within the Chaplain Service.	AF/HC	MAJCOM WING
4.2: Enhance the communications role of the Chaplain Service Council in deployment of strategy, policy, and guidance.	4.2.1: Develop a standardized core MAJCOM/HC job description template that can be augmented to meet MAJCOM-specific requirements and defines the role of the MAJCOM Chaplain Division.	AF/HC	MAJCOM WING
4.3: Improve crossfeed among the various Chaplain Service echelons and units	4.3.1: Conduct an information management analysis in order to leverage communication best practices across the Chaplain Service.	AF/HC	MAJCOM WING
	4.3.2: Incorporate debriefing techniques into formal and continuing education courses to maximize lessons learned when members return from deployments, conferences, CSI courses, and retreats.	MAJCOM	AF/HC WING
	4.3.3: Evaluate the effectiveness of the Communications Plan and modify as required.	AF/HC	MAJCOM WING
	4.3.4: Evaluate the Form 1270's usefulness as a Strategic Plan performance measurement tool.	AF/HC	MAJCOM

APPENDIX B: 1999 STRATEGIC PLAN - CLOSED TASKS

(These original tasks from the 1999 Strategic Plan were completed and indicate action taken.)

Tasks	Action Taken
Review the charter for the Chaplain Service Council, focusing attention on frequency of meetings, process to set meeting agendas. Modify the charter to include strategic planning responsibilities. (1999 CS Strat Plan, pg 30, bullet 2)	<ul style="list-style-type: none"> ◆ Published a new charter for the Chaplain Service Council.
Review the role of the Chaplain Service Institute (CSI) in supporting the distribution of information throughout the Chaplain Service. (1999 CS Strat Plan pg. 31, bullet 2)	<ul style="list-style-type: none"> ◆ AFMC/HC completed a report to AF/HC regarding CSI's information distribution role. ◆ Established new Chaplain Service web-page
Conduct a major assessment of Chaplain Service Personnel Processes.	<ul style="list-style-type: none"> ◆ AFSPC/HC completed a Tiger Team assessment of personnel processes and forwarded to AF/HC.
Use the AFIT and PME program to help develop Chaplain Service experts and to provide data and/or research projects on demographics and emerging religious issues. (1999 CS Strat Plan, pg 18, bullet 3)	<ul style="list-style-type: none"> ◆ Task document in new AFIs
Assign responsibility for monitoring, evaluating and reporting on the “health” of Chaplain Service communications to the Deputy Chief of the Chaplain Service. (1999 CS Strat Plan, pg 29, bullet 1)	<ul style="list-style-type: none"> ◆ CSI provides annual updates to AF/HC based on annual Chaplain Service Climate Assessments
Establish a process to periodically focus AF/HC staff interaction with individual MAJCOMS (1999 CS Strat Plan, pg 30, bullet 1)	<ul style="list-style-type: none"> ◆ AF/HC receives semi-annual MAJCOM-focused briefings
Pursue the establishment of an AF/HC issues group (1999 CS Strat Plan, pg 30, bullet 1)	<ul style="list-style-type: none"> ◆ Strategic issues developed during strategic plan updates; however, will use IPTs for emerging issues

<p>Review the chaplain accession program to ensure prospective chaplains are: (1999 CS Strat Plan, pg 10, bullet 2)</p> <ul style="list-style-type: none"> • Made aware of, and demonstrate the potential to fulfill the clergy and officer responsibilities inherent within the Chaplain Service. • Made aware of and have the potential to provide for diverse religious requirements of Air Force members and their families. 	<ul style="list-style-type: none"> ◆ OTS, COTS, and ANG field training for officers is under review for potential indoctrination to beginning chaplains
<p>Develop, field and evaluate a needs assessment process to help chapel staffs identify ministry requirements at the diverse locations served by the Chaplain Service. (1999 CS Strat Plan, pg 22, bullet 4)</p>	<ul style="list-style-type: none"> ◆ This task covered through "Doing Global Ministry Course
<p>Consider targeting resource management training to specific individuals or positions. (1999 CS Strat Plan, pg 25, bullet 1)</p>	<ul style="list-style-type: none"> ◆ Integrated into AFI 52-103
<p>Vision Update- Ongoing initiatives and actions in support of the Chaplain Service vision: development, articulation, communication, and revision.</p>	<ul style="list-style-type: none"> ◆ New vision document published ◆ New video produced ◆ AF/HC conducting face-to-face meetings with MAJCOMs on the vision of the Chaplain Service
<p>Prioritize the common requirements for material and training resources based on the Chaplain Service mission, vision, and strategic goals. (1999 CS Strat Plan, pg 27, bullet 1)</p>	<ul style="list-style-type: none"> ◆ Integrated into AFI 52-103
<p>Assess chaplain demographics to ensure that the chaplain population is postured to best serve the Air Force community. Work with the accession community to adjust the demographics over time, if required.</p>	<ul style="list-style-type: none"> ◆ Procedures are in place at recruiting Service
<p>Create recognition programs that are uniform throughout the Chaplain Service. (1999 CS Strat Plan, pg 14, bullet 4)</p>	<ul style="list-style-type: none"> ◆ Recognition Program created
<p>Implement a process to ensure periodic monitoring of demographic trends and the religious climate. (1999 CS Strat Plan, pg 18, bullet 2)</p>	<ul style="list-style-type: none"> ◆ Demographic assessment completed in 2002 ◆ Will continue periodic assessment of demographics and religious climate
<p>Strategic Plan Update- Ongoing initiatives and actions in support of the Chaplain Service Strategic Plan: development, articulation, communication, and revision.</p>	<ul style="list-style-type: none"> ◆ Revision of the 1999 Strategic Plan, creation of 2002 Performance Plan.

APPENDIX C: 1999 STRATEGIC PLAN – CARRIED OVER TASKS

(These tasks were addressed in the 1999 Strategic Plan, and have been “carried over” for further development in the 2002 Strategic Plan)

Tasks	Action Taken
Assess, modify and evaluate manpower standards to ensure that they are adequate to realize the vision and achieve the strategic goals of the Chaplain Service. (1999 CS Strat Plan, pg 28, bullet 1) * (See task 3.3.1)	♦ Task worked with AFMIA
Review guidance and instructions to ensure that they clearly reflect the guidelines and support Chaplain Service goals and objectives. Modify if required. (1999 CS Strat Plan, pg 20, bullet 1)	♦ The major AFIs are now in effect
Review Chaplain Service guidance regarding the use of contractors. Modify, if required. (1999 CS Strat Plan, pg 28, bullet 2)	♦ Incorporated into the new AFIs
Develop and execute a communications plan. (1999 CS Strat Plan, pg 26, bullet 2) * (See task 4.3.3.)	♦ Communications Plan developed and distributed
Develop an informal mentoring program for chaplains and Chaplain Assistants. (1999 CS Strat Plan, pg 12, bullet 4) * (See task 2.2.2.)	♦ Handbooks on informal mentoring developed by HCX/CSI and distributed to all Chaplain Service Personnel.
Identify challenges in clergy/officer role integration. (1999 CS Strat Plan, pg 11, bullet 2) * (See task 2.2.1.)	♦ CSI added a training component on clergy/officer role integration. ♦ Now training Chaplains in the continued responsibility of clergy/officer role integration

Tasks	Action Taken
<p>Develop a cooperative program with endorsing bodies and their educational institutions to provide information and resources for those preparing for the Chaplain Service. (1999 CS Strat Plan, pg 10, bullet 1) * (See task 2.1.1.)</p>	<ul style="list-style-type: none"> ◆ Sending semi-annual report detailing requirements ◆ Sending semi-annual “Thank you” letters to supplying endorsers ◆ Conducted “Endorsing your best” workshop at NACMAF Conference
<p>Evaluate formal continuing education courses and staff training programs to ensure adequate coverage of:</p> <ul style="list-style-type: none"> • Clergy-officer responsibilities (1999 CS Strat Plan, pg 12, bullet 1) • CSSP duties and responsibilities (1999 CS Strat Plan, pg 12, bullet 2) • Leadership development topics (1999 CS Strat Plan, pg 13, bullet 1) • The potential impact of demographic trends and the current and projected religious climate (1999 CS Strat Plan, pg 18, bullet 4) • How to “provide” and “provide for” the diverse religious requirements of Air Force members and their families. Modify if required. (1999 CS Strat Plan, pg 20, bullet 2) • Quality worship issues and techniques within the context of the Air Force mission (1999 CS Strat Plan, pg 22, bullet 1) • How to develop ministries that meet the needs of all parts of the Air Force community, including singles, single-parent households, working spouses, and families. (1999 CS Strat Plan, pg 23, bullet 1) • Resource management. (1999 CS Strat Plan, pg 25, bullet 1) <p>* (See task 3.1.1.)</p>	<ul style="list-style-type: none"> ◆ Formed curriculum review board
<p>Establish a process that incorporates MAJCOM recommendations on common needs—as gathered and consolidated from their local chapel staffs— and provides feedback to the field on the Chaplain Service Planning, Programming, and Budget System (PPBS) strategy. (1999 CS Strat Plan, pg 26, bullet 3) * (See task 3.2.1.)</p>	<ul style="list-style-type: none"> ◆ Revised governing documents including CSC Charter, SFRB Charter, and HC-01 16-1. ◆ Included a PPBS presentation at each CSC meeting with opportunity for the MAJCOM/HCs to provide input.

Tasks	Action Taken
<p>Evaluate the Chaplain Assistant candidate selection process to ensure prospective [Chaplain Assistants] are:</p> <ul style="list-style-type: none"> • Made aware of and have the potential to fulfill CSSP responsibilities. • Made aware of and have the potential to provide for diverse religious requirements of Air Force members and their families. Modify if required. (1999 CS Strat Plan, pg 11, bullet 1) <p>* (See task 2.6.1.)</p>	<p>♦ Established Chaplain [Assistants] IPT</p>
<p>Reevaluate chaplain duties & responsibilities in AFMAN 36-2105 and redefine, if required. (1999 CS Strat Plan, pg 11, bullet 3) * (See task 2.5.1.)</p>	<p>♦ Review ongoing</p>
<p>Develop models of leadership for junior chaplains and [Chaplain Assistants] that provide examples and illustrate opportunities for early leadership development. (1999 CS Strat Plan, pg 13, bullet 3) * (See task 2.2.2.)</p>	<p>♦ Develop Mentoring Handbook, undergoing evaluation</p>
<p>Evaluate how the formal inspection process accounts for: (1999 CS Strat Plan, pg 20, bullet 4)</p> <ul style="list-style-type: none"> • Commitment to ministry and leadership potential • Successful integration of clergy and officer roles • The mandate to provide for diverse religious requirements. • The importance of all three Chaplain Service core processes. <p>* (See task 3.1.1.)</p>	<p>♦ MAJCOM responsibility</p>
<p>Establish guidelines to ensure internal and external stakeholders understand the concepts of “providing” and “providing for” spiritual needs and religious requirements. (1999 CS Strat Plan, pg 19, bullet 1) * (See task 1.3.1.)</p>	<p>♦ Expanding opportunity to Senior Service Schools</p>
<p>Assess how the Air Force and other Services manage faith groupings to see if the current practices are viable in providing for the religious requirements and the spiritual needs and wants of a demographically changing military community, including opportunity for quality worship across the full spectrum of aerospace operations. Modify if required. (1999 CS Strat Plan, pg 24, bullet 1) * (See task 1.2.2.)</p>	<p>♦ Inter-service IPT on schedule</p>
<p>Review training programs for lay leaders to ensure that they:</p> <ul style="list-style-type: none"> • Understand and can support the concept of free exercise of religion within the Air Force. • Develop quality worship skills. (1999 CS Strat Plan, pg 21, bullet 1) <p>* (See task 1.4.1.)</p>	<p>♦ MAJCOM responsibility</p>

Tasks	Action Taken
Develop a formal orientation for new endorsers and a communications plan to communicate the guidelines to existing endorsing agents. (1999 CS Strat Plan, pg 19, bullet 2) * (See task 2.1.1.)	<ul style="list-style-type: none"> ◆ Send annual letters and conduct workshop
Formalize an active/reserve component interface to leverage the experience of Chaplain Service personnel across the Total Force. (1999 CS Strat Plan, pg 23, bullet 3) * (See task 3.4.1.)	<ul style="list-style-type: none"> ◆ Leverage timely mobilization among Guard/Reserve personnel ◆ Utilize ARC experience
Review policies and procedures for integrating the active and reserve components of the Chaplain Service. Modify, if required. (1999 CS Strat Plan, pg 28, bullet 3) * (See task 3.4.1.)	<ul style="list-style-type: none"> ◆ Leverage timely mobilization among Guard/Reserve personnel ◆ Utilize ARC experience
Develop an electronic clearinghouse to identify and incorporate: <ul style="list-style-type: none"> • The best military and civilian practices as well as ministries to meet the needs of growing parts of the Air Force community (e.g., Singles, Single parent households, working spouses). • The best resource management practices. (1999 CS Strat Plan, pg 23, bullet 2) *(See task 1.2.1.)	<ul style="list-style-type: none"> ◆ Developed CSI web-page chat room
Conduct a comprehensive review of how advanced communications techniques can enhance crossfeed within the Chaplain Service. (1999 CS Strat Plan, pg 31, bullet 1) * (See task 4.3.1.)	<ul style="list-style-type: none"> ◆ CSI hired technically qualified staff-member
Develop a focused communications effort, conducted by AF/HC and the Command Chaplains, to make it explicit to both unit commanders and unit chapel staffs that religious observances are central to Global Ministry. * (See task 1.7.1.)	<ul style="list-style-type: none"> ◆ AF/HC conducted Town Hall Meetings ◆ More robust Chaplain Service Council meetings ◆ Emphasis on religious observances and communication to Command Chaplains
Establish a process to periodically focus AF/HC staff interaction with individual MAJCOMS. * (See task 4.1.1.)	<ul style="list-style-type: none"> ◆ Initiated MAJCOM “How-goes-it” presentations at CSC

APPENDIX D: 2002 STRATEGIC PLAN - NEW TASKS

Objectives	Tasks
1.2: Enhance understanding throughout the Chaplain Service of the diverse religious requirements, convictions, and spiritual needs of the Air Force community.	1.2.1: Evaluate the requirement for the religious preference database and the validity of the data and develop procedures to better maintain this database.
1.5: Enhance understanding throughout the Air Force of the vital contributions of the Chaplain Service to the Air Force mission.	1.5.1: Actively monitor the Chaplain Service's contributions to Air Force formal training programs in order for the Air Force to understand and appreciate the Chaplain Service's contribution to the mission.
	1.5.2: Develop a PA/marketing campaign across the Air Force that explains the Doing Global Ministry model in both home-base sustainment and operational settings as well as communicates the vision, mission, core competencies, processes and values of the Chaplain Service across the Air Force.
1.6: Develop an operational mindset within the Chaplain Service.	1.6.1: Explore and develop ways to expand and formalize Chaplain Service readiness and contingency training.
2.3: Develop programs that enable Chaplain Service personnel to understand and respect diversity as well as effectively manage/resolve conflict so that everyone can reach their full potential	2.3.1: Develop diversity and conflict resolution training programs.
	2.3.2: Develop ways to evaluate diversity and conflict resolution training and mentoring programs.
	2.3.3: Develop ways to resolve issues that stem from the growing diversity of faith groups.
	2.3.4: Develop ways to enhance the effectiveness of wing level IG offices to better support Chaplain Service personnel.

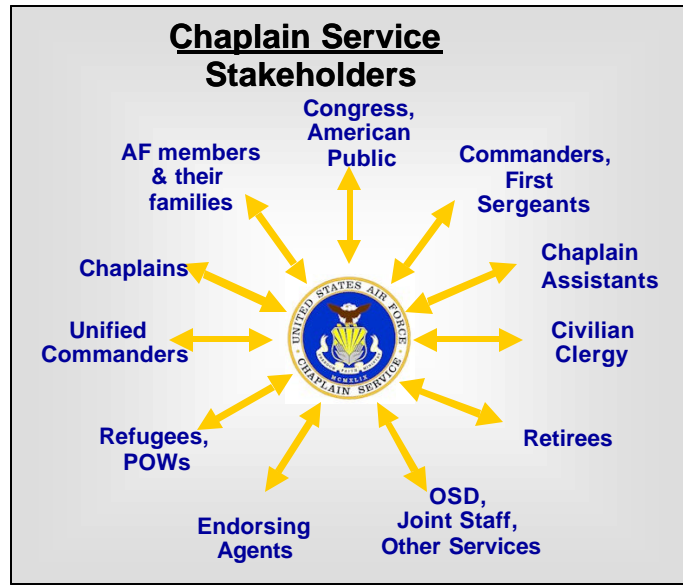
Objectives	Tasks
2.4: Develop personnel that possess strong character, ethical behavior, and leadership traits.	2.4.1: Develop and evaluate a pastoral care program targeted at the spiritual health of chaplains and chaplain assistants.
2.6: Recruit and access chaplain assistants who understand and have the potential to fulfill the responsibilities associated with supporting the delivery of spiritual care.	2.6.2: Evaluate the effectiveness of formal training courses to prepare chaplain assistants to perform their actual day-to-day tasks.
3.1: Provide tools like <i>Doing Global Ministry (DGM)</i> to help wing chaplains prioritize their operations and help unit commanders understand resource requirements for local chapel staffs.	3.1.2: Develop a curriculum that incorporates Operational Risk Management (ORM) into formal and continuing training programs in order to explain DGM in operational terms.
	3.1.3: Develop an ORM scale for application to Doing Global Ministry in home-base sustainment and operational settings.

Objectives	Tasks
3.2: Provide a link between MAJCOMs and the Office of the Chief of the Chaplain Service that allows the Chaplain Service to better prioritize its strategic initiatives and tasks.	3.2.2: Communicate to members and commanders the difference between direct/non-direct mission essential tasks.
3.4: Develop Rules of Engagement (ROE) for the Chaplain Service to ensure greater utilization and seamless integration of Active and Reserve Component forces.	3.4.2: Develop training programs for MAJCOMs regarding integration procedures for active and reserve forces.
	3.4.3: Develop a communications plan for disseminating the active and reserve forces integration ROE procedures to bases.
4.2: Enhance the communications role of the Chaplain Service Council in deployment of strategy, policy, and guidance.	4.2.1: Develop a standardized core MAJCOM/HC job description template that can be augmented to meet MAJCOM-specific requirements and defines the role of the MAJCOM Chaplain Division.
4.3: Improve crossfeed among the various Chaplain Service echelons and units.	4.3.2: Incorporate debriefing techniques into formal and continuing education courses to maximize lessons learned when members return from deployments, conferences, CSI courses, and retreats.
	4.3.4: Evaluate the Form 1270's usefulness as a Strategic Plan performance measurement tool.

APPENDIX E: CHAPLAIN SERVICE STAKEHOLDERS

Our stakeholders are the people and institutions that have an interest in, or contribute to, the Chaplain Service's mission success. One key to realizing our vision is the satisfaction of these stakeholders. The figure below shows the stakeholders for the Chaplain Service.

Stakeholder expectations are powerful drivers for any organization. They vary in the kind of impact they have on the success of the Chaplain Service. Some, such as the chaplains and chaplain assistants, directly control critical factors. Others influence factors that lead to or inhibit success. A third group includes those who can only benefit from success. The Chaplain Service



must continually monitor stakeholder expectations to ensure it is addressing the concerns of those that ultimately contribute to or define our success. This Strategic Plan takes those expectations into account. The following table lists some of the stakeholder expectations considered in the development of this plan.

Stakeholder	Stakeholder Expectations
Chaplains	<ul style="list-style-type: none"> ◆ Does the Chaplain Service provide guidance, training, and resources to facilitate ministry at the unit level? ◆ Does the Chaplain Service provide a rewarding career path that is consistent with my religious vocation?
Chaplain Assistants	<ul style="list-style-type: none"> ◆ Does the Chaplain Service provide guidance, training, and resources to facilitate support of ministry at the unit level? ◆ Does the Chaplain Service provide a rewarding career path?
Air Force members and their families	<ul style="list-style-type: none"> ◆ Does the Chaplain Service provide for worship, liturgies and rites, for pastoral care and for programs that meet our diverse religious requirements and spiritual needs?

Stakeholder	Stakeholder Expectations
Unified Commanders/ Commanders/First Sergeants	<ul style="list-style-type: none"> ◆ Does the Chaplain Service promote the spiritual health of my people so they can better perform the mission? ◆ Does the Chaplain Service provide enough resources to maintain “presence” in my squadron? ◆ Does the Chaplain Service provide my people the opportunity to exercise their constitutional right to free exercise of religion by providing for programs that meet the religious requirements and spiritual needs of the community? ◆ Does the Chaplain Service provide sound advice regarding the moral health of the unit, religious accommodation, and other issues where religion can affect unit effectiveness?
Congress/ American Public	<ul style="list-style-type: none"> ◆ Does the Chaplain Service provide pastoral care and programs that reflect our nation's moral and religious foundation and our laws?
Endorsing Agents / Civilian Clergy	<ul style="list-style-type: none"> ◆ Is the Chaplain Service fully utilizing our chaplains and providing them equitable opportunities for career advancement? ◆ Does the Chaplain Service provide opportunities for our chaplains to maintain their unique denominational/faith identities, while requiring them to serve a religiously pluralistic community?
Office of the Secretary of Defense	<ul style="list-style-type: none"> ◆ Does the Chaplain Service provide pastoral care and programs that reflect the military's morals and ethics? ◆ Is the Air Force Chaplain Service equipped to support the religious requirements and spiritual needs of joint military personnel if the need arises?
POWs and refugees	<ul style="list-style-type: none"> ◆ Is the Chaplain Service able to “provide for” the spiritual needs and religious requirements of POW's and refugees?
Retirees	<ul style="list-style-type: none"> ◆ Is the Chaplain Service able to accommodate the spiritual needs and religious requirements of a growing Air Force retiree community, especially at bases with high retiree populations?